

## HIGH-PERFORMANCE HUMAN RESOURCE MANAGEMENT PRACTICES AND CREATIVE ORGANIZATIONAL CLIMATE EFFECTS ON MANUFACTURING INDUSTRY PERFORMANCE

Dang T. M. H., Tran T. T. H., Tran A. H.\*

**Abstract:** High-performance human resource practices are the essential elements for organizational success and need the focus of researchers and policymakers. Thus, the present research aims to investigate the impact of human resource practices, such as recruitment and selection, employee security and training, and development, on the firm performance of the manufacturing industry in Vietnam. This study also examines the moderating impact of organizational climate for creativity among the links of recruitment and selection, employee security, training and development, and firm performance of the manufacturing industry in Vietnam. This research has followed the quantitative methods of data collection, used the questionnaires to obtain the data from respondents and applied the smart-PLS to test the hypotheses. The results indicated that recruitment and selection, employee security and training and development positively associate with the firm performance of the manufacturing industry in Vietnam. The results also revealed that organizational climate to creativity significantly moderates among the links of recruitment and selection, employee security, training and development, and firm performance of the manufacturing industry in Vietnam. This research has guided policymakers to formulate effective policies related to high-performance human resource practices that could enhance organizational performance.

**Key words:** human resource practices, creative organizational climate, employee security, firm performance.

DOI: 10.17512/pjms.2021.23.2.05

*Article history:*

*Received* January 28, 2021; *Revised* May 04, 2021; *Accepted* May 24, 2021

### Introduction

Over time, the competition among several businesses is getting strict and severe both at the national and international level. Nowadays, with the constant use of digital technology in the business world, many organizations have come into competition against one another. The firms must show a high rate of business performance not only for growth but also for survival as without customers, there is no business, and higher performance could attract customers. Since successful organizations showing high business performance are critical to developing countries' economic growth, the firm's performance is a hot topic to be discussed

---

\* **Dang Thi Mai Huong**, Hanoi Metropolitan University, Hanoi, Vietnam. **Tran Thi Thanh Hai, Tran Anh Hoa**, School of Accounting, University of Economics Ho Chi Minh City; Ho Chi Minh City, Vietnam.

✉ corresponding author: dtmhuong@daihocthudo.edu.vn.

and debated among researchers and academics (Martínez-Martínez, Cegarra-Navarro, Garcia-Perez, & Wensley, 2019). A firm's performance is taken as the ability of a firm to utilize the available resources efficiently to the largest possible extent so that the firm's objectives can be achieved, the objectives, which have relevance to the consumers' requirements and market trends. A firm's performance is the specific consequence of the firm's efficiency, effectiveness and competitiveness, its procedural and structural components. The evaluation, piloting, efficiency, effectiveness and quality help the firms derive high performance. In simple words, it can be said that the firms have higher performance when they have good quality resources, effective integration of the resources, effective business processes, quality production, extensive marketing and increased profitability. The term Firm's performance refers to operational, production, environmental and financial performance (Popovič, Hackney, Tassabehji, & Castelli, 2018).

Human resources, in other words, employees, are the significant asset of any business firm. It is the employees in a firm who all the business activities in different areas. All the operations from procurement to marketing are performed by the firm's employees. For the achievement of desired accomplishments, talented, skilled and efficient workers are needed in a business firm so that the business policies and strategies, which are specially designed to achieve the business goals, can be effectively implemented (Delery & Roumpi, 2017). Workers' performance is significant for the overall success of the business firm. The firms where the employees are skilled and perform their job functions and duties efficiently have fluent operational processes, high-quality innovation-based production and extensive marketing, determining the firm's performance. ANT describes over the people and technology coordination (Othman, Nordin, & Sadiq, 2020). On the other hand, the firms where the workers do not pay complete focus on their duties, and they do not perform the assigned tasks efficiently, have relatively lower performance and lower position in the market (Kianto, Sáenz, & Aramburu, 2017). Human resource (HR) management is the strategic approach that posits that the employees in a business firm must be managed efficiently to enable the firm to achieve business goals and compete against the business rivals. The main concern of HR managers is to manage the employees and related matters, considering the business policies and systems. HR management is accountable for recruiting and selecting skilled employees, providing security to the employees, rewards, and compensation to appreciate employees' performance, training and development of employees, and evaluation and improvement of employees' performance. The efficient execution of HR management practices improves the abilities and skills of the workers that they can sense the market changes, up-to-date requirements and perform their duties efficiently. Thus, they help the firm achieve a high-performance level (Kim, Kim, Choi, & Phetvaroon, 2019).

The present study focuses on the influence of the implementation of HR management practices, such as recruitment and selection, employee security,

training, and & development, and organizational climate for creativity on the firm's performance in manufacturing industry in Vietnam. Vietnam is a developing lower-middle-income economy in Southeast Asia. According to purchasing power parity, Vietnam is the 23rd largest country in the world, while in terms of nominal gross domestic product; it is the 36th largest country in the world. As per the statistics of 2020, the gross domestic product (GDP) of Vietnam is \$369.494 billion, which shows a 6.8% GDP growth rate. Since the economic reform in 1986, it's been one of the fastest-growing economies (Ivlev & Ivleva, 2018). The GDP growth rate has become more than double from 2010 to 2018. The per capita GDP has increased by 2.5 times with declining poverty rates. The economy of Vietnam consists of three sectors agriculture, industry and services. The industry sector covers 33.3 % of the economy and 26.7% of the total population get employment from the industrial sector. Vietnam has an increasing number of newly built businesses for manufacturing. In 2019, this sector benefited from investment, which is about 560 trillion Vietnamese dong (Ngo, Le, Tran, Nguyen, & Nguyen, 2019).

The high contribution of the manufacturing sector of Vietnam in the country's GDP motivates the researcher to investigate. The recent Covid-19 disaster has also severely affected the manufacturing industry (Dinh, Nguyen, Tran, Tran, & Tran, 2020) and needs to be examined concerning the human resource and organizational creativity to absorb the shocks of Covid-19 pandemic. In addition, a recent study conducted by Muriithi, Kyalo, and Kinyanjui (2019) recommended that organizational creativity to absorb the Covid-19 shocks to improve organizational performance is the emerging area that should be investigated further. Thus, the present study is conducted to answer this gap and find out the appropriate solution to improve the performance of organization. Therefore, the current research has going answer the following questions:

Q1: What is the impact of high-performance HR practices on firm performance?

Q2: What is the role of organizational creativity on firm performance?

Q3: How much organizational creativity affects the relations of high-performance HR practices and firm performance?

### **Literature review**

Performance is the extent to which a firm's activities are effective, and the firm has competitive advantages over the rival firms in the market (Belas, Amoah, Petráková, Ključnikava, & Bilan, 2020). It is the performance of the firm, which determines its position and success in the marketplace. Firms, which have higher operational effectiveness, high quality innovation-based products and services, and high financial performance, have competitive advantages over their business rivals. Thus, they have success in the market (Kovács, 2020;

Boon, Eckardt, Lepak, & Boselie, 2018). The association among ESG operations and financial effectiveness has also been considered in several researches (Sadiq, Singh, Raza, & Mohamad, 2020). Though all the financial resources (equity) and

physical resources are needed for the survival and the growth of the firm, it is impossible in the absence of human resources or in the case of inefficient human resources. That is why firms need to give serious attention to the quality of human resources. For this purpose, firms establish a body of persons known as HR management, which manages all the matters related to firms' employees to enhance their work performance. The financial reporting framework is less transparent and inappropriate in Pakistan in comparison to the other developed states (Sadiq, Pantamee, Mohamad, Aldeehani, & Ady, 2020). The effective implementation of HR management practices, such as recruitment and selection, employee security, rewards and compensation, evaluation of performance, and training & development of employees, provides talented, efficient, and experienced employees to the firm. It facilitates the firm to be safe from sudden losses. This also enables the firm to take advantage of the opportunities. In addition, the recruitment of active and confident candidates for a particular job position like team leader or supervisor is fruitful for the business firm (Guest, 2017). Thus, the authors can hypothesize:

H1: Recruitment and selection positively influence the manufacturing industry performance.

For the adequate performance of employees, they must have mental peacefulness as the mental calmness keeps the employee active and makes them focus on the job functions (Habanik, Martosova, & Letkova, 2020). The employees can have mental calm when they have job security, financial security, security of self-respect and privacy security from the employers. When the employers themselves show a great sense of responsibility towards their employees and do not irritate them through fake messages, immoral talks and acts, the employees feel the security of self-respect and reputation (Kurnianto, Titisari, & Puspitasari). This gives mental peacefulness and moral satisfaction to the employees. The mental peacefulness enables them to take an active part in the business activities and different innovation-based programs. Thus, the business operations are run smoothly and efficiently (Zaid, Jaaron, & Bon, 2018). If the HR management in the business firm has the policy that the employees must not be threatened to be dismissed suddenly without any solid reason and compensation, the employees feel mental peacefulness. Thus, they do not waste their time worrying about their job and their inability to provide basic needs to their family in the future. Rather, they spend their time performing their duties and focusing on business effectiveness (Matthews & Mokoena, 2020). Under effective HR management, the grant of different forms of compensation like commission, bonuses and hourly wages for their extra efforts gives them a chance to earn more and meet their family needs in a better way. This enhances employee financial security and brings improvement workers' performance. Similarly, HR policy to grant compensation to employees at the time of some loss or injury to the employees gives them financial security at the tough time, and they can focus on the firm's goals (Troth & Guest, 2020). Thus, the following hypothesis is framed.

H2: Employee security positively influences the manufacturing industry performance.

The arrangement of periodical training and development classes for the existing employees on the part of HR management brings improvement in their working skills, knowledge, cognitive abilities, and activeness, enabling them to be more fruitful for the firm (Voges, 2014). The firms where the employees are given periodical training have higher innovation-based performance (Meyer & Hamilton, 2020). In periodical training classes, up-to-date knowledge and information are provided to the employees about the quality of resources and the suppliers. They can use this knowledge at the time of procurement of the firm's resources. It enables the firm to give higher innovation-based production and superior marketing performance (Markoulli, Lee, Byington, & Felps, 2017). Similarly, the training classes teach the existing employees how to run the latest production technology and logistics. The firms have innovation-based products and services at minimum cost and also the reduction in the lead time, and thus, they can win the trust of customers. The periodical training and development on the part of HR management teach the employees how to monitor the environmental issues raised by their business activities and how they can be handled, reducing the emission of toxic substances and harmful wastes. Thus, the operational and environmental performance of the firm can be improved, and the increase in the customers' confidence increases marketing. Moreover, during the periodical training, the minds of the employees get refreshment. Thus, they can perform the job duties actively and wholeheartedly. This improves the overall firm's performance (Chaudhary, 2020). Hence, the below hypothesis is constructed.

H3: Training and development positively influence the manufacturing industry performance.

The organizational climate is the employees' perception of the organization's culture, which consists of organizational beliefs, values and behaviors. It depends on a value judgment that can vary from person to person. The organizational climate affects employee behavior, motivation and productivity. The organizational climate for creativity is the perception of employees that the behaviors of organizations are not conservative; they not only focus on traditional ways, but also they want newness and creativity in all the firm's department, and the organization has an appreciation for and soft behavior to employees who try to adopt invention (Steffensen Jr, Ellen III, Wang, & Ferris, 2019). This climate for creativity encourages the employees to create new ideas, adopt innovation and invent new things. It improves the quality of the firm's products and services and raises the market position of the firm. Effective recruitment and selection on the part of HR managers can inculcate in the candidates that the organizational behaviors and values tend to encourage creativity in the firm's personnel. This provides the employees who have creative instincts and improves the firm's performance. Similarly, HR policy to provide job security, privacy protection, emotional and economic security to employees enhances their mental calm and motivation, which

make them ponder on the situation and inspire them to bring newness in their ideas and performance. This helps the firm to show innovation-based performance. Through the periodic training and development classes, the HR management creates abilities in employees to bring innovation in their ideas and, thus, in business operations (Gill, Gardner, Claeys, & Vangronsvelt, 2018). It leads to frame the following hypothesis.

H4: Organizational climate for creativity is a moderator between HR practices and manufacturing industry performance.

### **Research methods**

This article investigates the impact of recruitment and selection, employee security, and training and development on the firm performance. Also, it examines the moderating impact of organizational climate for creativity among the links of recruitment and selection, employee security, training and development, and firm performance of the manufacturing industry in Vietnam. This article also used the smart-PLS to test the hypotheses and reliability and validity of the constructs. This study has employed the smart-PLS because the hypotheses testing is the purpose of the research, and a complex model has been used, and also the sample size is large (Hair Jr, Babin, & Krey, 2017). The respondents of the study are the employees of human resource department of manufacturing companies in Vietnam. A total of 50 manufacturing companies have been selected, and approximately 1200 HR employees are working in these selected companies. According to the Morgan sample size table, 292 sample sizes has been calculated from these 1200 employees. This research has followed the quantitative methods of data collection and used the questionnaires to obtain the data from respondents. Therefore, a total of 410 surveys were sent to them, and only 290 were returned and used for analysis and also had 70.73 percent response rate. This research has been taken three HR practices as the independent variables, such as recruitment and selection (RS) with seven items, employee security (ES) with five items and training and development (TD) with six items. In addition, organizational climate for creativity (OCC) has been taken as the moderating variable with ten items, and firm performance (FP) has been taken as the dependent variable with eight items. Figure 1 shows the selected variables.

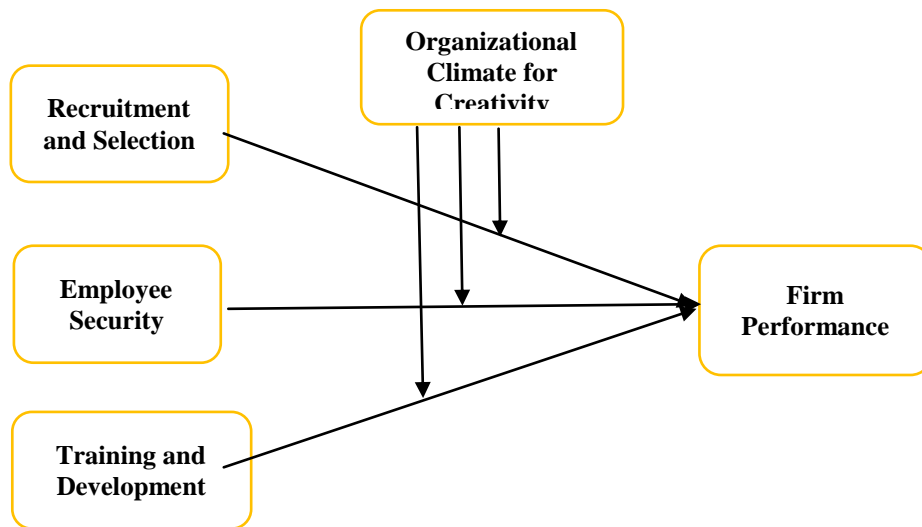


Figure 1: Theoretical model

### Findings

This research has examined the convergent validity first in its findings section, showing the correlation among the items. The validity and reliability of the items have been checked by using factor loadings and Cronbach Alpha. The thumb rule is that if the values of factor loadings are larger than 0.50 and Cronbach Alpha values are more than 0.70, then the items will be reliable. The results show that the Cronbach Alpha values are bigger than 0.70, and the factor loading values are larger than 0.50. These values indicated a high correlation among the items and valid convergent validity. These values have been mentioned in Table 1.

Table 1. Convergent validity

Constructs	Items	Factor Loadings	Alpha
Employee Security	ES2	0.925	0.951
	ES3	0.953	
	ES4	0.960	
	ES5	0.898	
	ES5	0.898	
Firm Performance	FP1	0.568	0.905
	FP2	0.820	
	FP3	0.796	
	FP4	0.772	
	FP5	0.787	

	FP6	0.821	
	FP7	0.805	
	FP8	0.828	
Organizational Climate for Creativity	OCC1	0.636	0.927
	OCC10	0.677	
	OCC2	0.813	
	OCC3	0.787	
	OCC4	0.811	
	OCC5	0.797	
	OCC7	0.787	
	OCC8	0.811	
	OCC9	0.813	
Recruitment and Selection	RS1	0.912	0.940
	RS2	0.912	
	RS3	0.849	
	RS4	0.892	
	RS5	0.719	
	RS6	0.823	
	RS7	0.891	
Training and Development	TD1	0.866	0.916
	TD3	0.848	
	TD4	0.841	
	TD5	0.891	
	TD6	0.880	

This research has also examined the discriminant validity by Heterotrait Monotrait (HTMT) ratio. The results show that the values of HTMT ratios are lower than 0.85. These values indicate a low correlation among the variables and valid discriminant validity. These values have been mentioned in Table 2.

**Table 2. Discriminant validity**

	ES	FP	OCC	RS	TD
ES					
FP	0.493				
OCC	0.474	0.251			
RS	0.508	0.554	0.209		
TD	0.461	0.448	0.230	0.463	



The validity and reliability of the items have been checked by using factor loadings, and the thumb rule is that if the values of factor loadings are larger than 0.50, then the items will be reliable. The results shown that the factor loading values are larger than 0.50. These values indicate a high correlation among the items and valid convergent validity. These values have been mentioned in Figure 2.

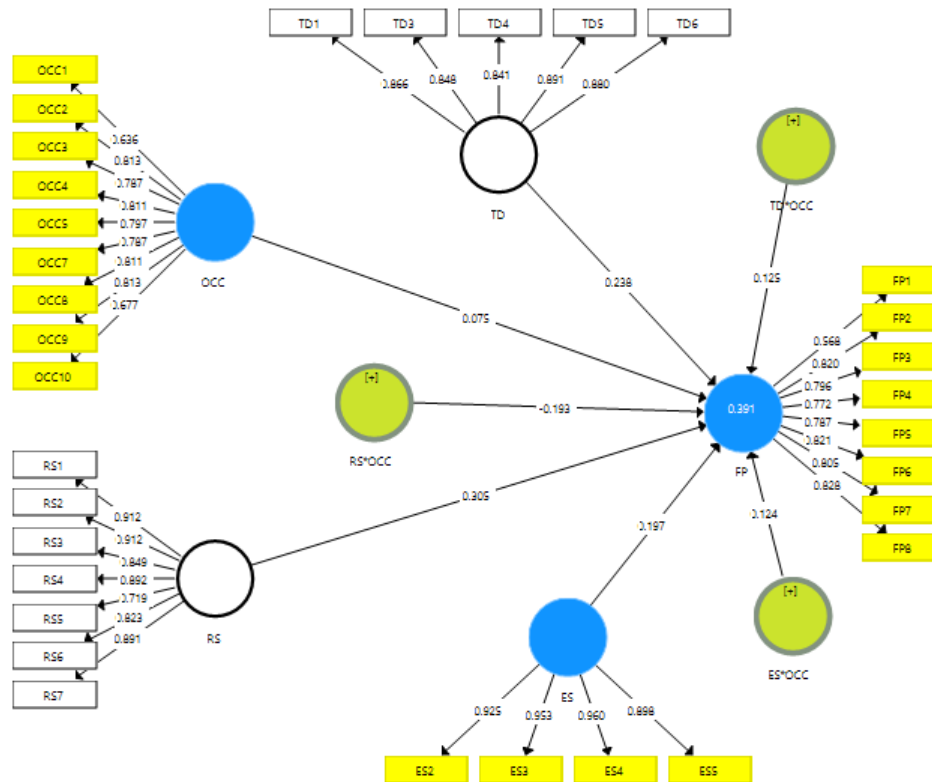


Figure 2: Measurement model

The path analysis has been highlighted the testing of hypotheses. The results indicated that recruitment and selection, employee security, and training and development positively associate with firm performance of the manufacturing industry in Vietnam and accept H1, H1, and H3. The results also revealed that organizational climate to creativity significantly moderates among the links of recruitment and selection, employee security, training and development, and firm performance of manufacturing industry in Vietnam and accept H4. These relationships are highlighted in Table 3.

Table 3. Path analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
ES -> FP	0.197	0.089	2.212	0.015	0.039	0.336
ES*OCC -> FP	0.124	0.073	1.706	0.046	0.013	0.237
RS -> FP	0.305	0.064	4.795	0.000	0.201	0.403
RS*OCC -> FP	-0.193	0.071	2.741	0.004	-0.311	-0.081
TD -> FP	0.238	0.068	3.518	0.000	0.137	0.358
TD*OCC -> FP	0.125	0.062	2.020	0.023	0.007	0.216

Figure 3 indicates that the t-values are larger than 1.64, showing recruitment and selection, employee security, and training and development have significantly associated with firm performance. Figure 3 also shows the t-values of moderating role of organizational climate to creativity and shows larger than 1.64. It means that it significantly moderates among the links of HR practices and firm performance.

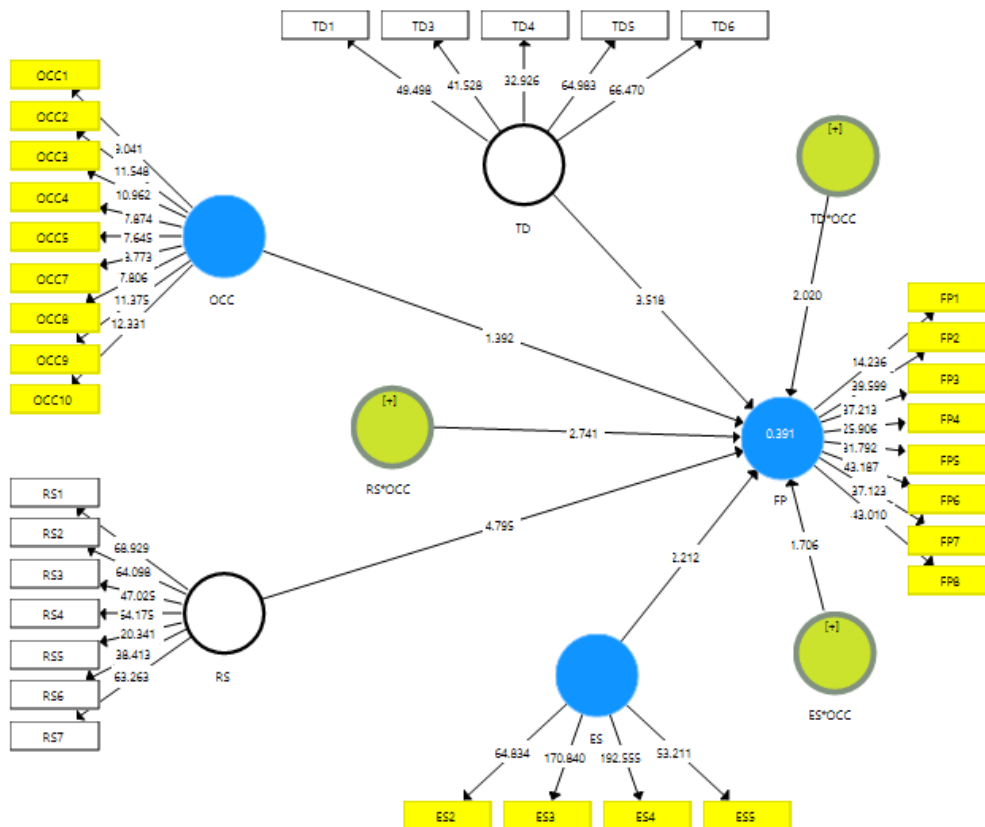


Figure 3: Structural model

### Discussion and implications

The study results have revealed that HR management practices regarding recruitment and selection of employees positively associate with the firm's performance. The study implies that when the recruitment and selection of candidates are made by HR managers efficiently, it provides a highly skilled labor force that can understand and help achieve the organizational goals using their knowledge and abilities. These results are in line with the past study of Santana and Lopez-Cabrales (2019), which shows that the effective recruitment and selection of candidates for the vacant job position provides such employees who have sufficient knowledge about the features and requirements of that job position, the abilities to sense the situations and acts accordingly, and have sufficient experience to perform their duties efficiently. Thus, the recruitment and selection of skilled workers enhance the level of the firm's performance. These results are also in line with the past study of Yu, Chavez, Feng, Wong, and Fynes (2020), which posits that the firm where the HR management practices regarding the recruitment and selection of candidates are efficiently implemented is in a position to have higher performance than their rival businesses in the market. The skilled labor force resulting from effective recruitment and selection carries the business operations more efficiently, thus raising its market level. The study results have also indicated that HR management practices regarding employee security positively associate with the firm's performance. The study implies that when the employees have employment security, economic and emotional security in the workplace, they can focus on their business functions. These results align with the past study of Lim, Wang, and Lee (2017). This study analyzes the impacts of security given to the employees on the firm's performance. When the employees are given their job security that they will not be dismissed suddenly in short times, they have peace of mind. In this situation, they do not waste their time worrying about their jobs or their future inability to provide for themselves and their family and spend this time working for the company. On the basis of regression evaluation employment organization's experience, transaction of technology as well as the economic limitations served as the main drivers of economic linkage of several categories (Nguyen, Ngo, Pham, Nguyen, & Huynh, 2021).

Moreover, when the employers give employment security, financial security, and emotional security appreciation of the good performance, they could retain or attract more talent to the company, contributing to the company's performance. In addition, the study results have also indicated that the HR management practices regarding the training and development of employees have a positive relationship with the firm's performance. This study demonstrates that when the HR management practices regarding training and development are effectively performed, the business organization can have skilled labor force, which runs the business on up-to-date standards and puts the firm on the track to success. These

results are supported by the previous study of Tooranloo, Azadi, and Sayyahpoor (2017), which shows that the periodical training and development programs within the business organization provides the employees with up-to-date knowledge about the market trends, particular technology, and techniques and enable them to respond to the market in an effective manner, which leads the firm towards higher operational, production and marketing performance. The past study of Kravariti and Johnston (2020) also supports these results. This study has been conducted by the authors to investigate the role of HR management practices regarding the training and development of employees in the achievement of higher performance. This study concludes that the training and development classes not only maintain the skills, knowledge and capabilities of the employees but also inculcate new knowledge and competencies in the employees, making them skilled enough to respond to the market shifts effectively and achieve success in the market. The study results have also indicated that organizational climate for creativity plays a moderating role between the recruitment and selection practices of HR management practices and the firm's performance. These results are approved by the literary investigation of Shanker, Bhanugopan, Van der Heijden, and Farrell (2017), which shows that under the organizational climate that promotes creativity in the personnel, HR management can better perform recruitment and selection, and the firm can achieve higher performance. These results are also approved by the past study of Fainshmidt and Frazier (2017), which states that the organizational climate for creativity improves not only the recruitment and selection of candidates for the vacant jobs and the overall performance of the firm but also the mutual association of recruitment and selection practices and firm's performance.

The study results have also indicated that the organizational climate for creativity is a suitable moderator between employee security and the firm's performance. These results are in accordance with the literary work out of Bos-Nehles and Veenendaal (2019), which suggests that organizational climate that arises creativity in organizational personnel and its procedures, motivates the HR management to initiate to retain and attract talented employees with the provision of security to employees and help the firm show innovation-based performance. The study results have also indicated that organizational climate for creativity is a significant moderator between training and development practices of HR management and a firm's performance. These results are also approved by the previous study of Saeed et al. (2019), which elaborates that when the organizational climate creates creativity in the personnel and business procedures, the HR management pays serious attention to the arrangement of training and development programs for the employees, and the firm can achieve higher innovation-based performance.

The present study has theoretical as well as empirical implications. The study has excellent theoretical significance because of its contribution to the literature on HR management. This study gives a detailed description of some specific HR management practices. It addresses the influences of HR management practices

relating to recruitment and selection, employee security, and training and development on the firm's performance. This has introduced the organizational climate for creativity as the moderator between the HR management practices, such as recruitment and selection, employee security, and training and development of employees on the firm's performance. Organizational climate for creativity and its influences on a firm's performance has a dominant place in the past literature. Moreover, many studies analyze the influences of organizational climate for creativity on the effectiveness with HR management can perform its practices regarding recruitment and selection, employee security and training and development. But a little attention has been given to the organizational climate for creativity as a moderator between HR management practices, such as recruitment and selection, employee security, training and development, and firm's performance. In this way, the current study is a distinction in the existent literature as it addresses organizational climate for creativity as a moderator between the HR management practices and firm's performance, as stated above. The current study also has a great practical significance towards the economists and firm's management in an emerging economy as it provides them a guideline on how to enhance firms' performance. This study suggests effective HR management practices, such as recruitment and selection, employee security and training and development, and firm's performance (production, operation and financial performance).

### **Conclusion**

The current study sheds ample light on the degree of improvement in the firm's performance in the manufacturing industry in a developing economy like Vietnam. In this context, the study analyzes some HR management practices, such as recruitment and selection, employee security and training & development, and their influences on the firm's performance. The study demonstrates that the effectiveness of HR management performance and its practices determine the firm's performance. The effective implementation of HR management's recruitment and selection practices enables the business firm to have skilled employees who have sufficient up-to-date knowledge technology and technique used in the concerned job area, the competencies to monitor the situation and handle it efficiently, and enough job experience in the relevant field. Such skilled employees can carry the business activities effectively. Likewise, the study suggests that the execution of HR management practices regarding employee security effectively enhances the level of the firm's performance. The periodical training and development classes enhance employees' knowledge about the shifts in market trends, the technology used in the operations, and several techniques. These classes also enable the employees to respond to these shifts effectively. Thus, the firm is in a better position to have better to achieve higher performance. The study also suggests that under an organizational climate that arouses creativity. Further, HR management practices regarding recruitment and selection, employee security, and training and

development can better be implemented. Thus, higher firm performance can be attained.

### Limitations and advanced research

The current study has a number of limitations. The authors in the future must focus here to remove these limitations while replicating the current study. The present has addressed the influences of a limited number of HR management practices like recruitment and selection, employee security and training & development on the firm's performance. Several other economic, geographical, and organizational factors and other HR practices that affect the firm's performance have been ignored. Thus, future researchers must also put their attention here. The data that serve as evidential support to this study has been collected from a single source like questionnaires. Due to the use of a single source for collecting data, the current study is not comprehensive and, thus, may not be reliable.

### Acknowledgements

This research is partly funded by University of Economics Ho Chi Minh City, Vietnam.

### References

- Belas, J., Amoah, J., Petráková, Z., Ključnikava, Y. and Bilan, Y., (2020). Selected factors of SMEs management in the service sector. *Journal of Tourism and Services*, 21(11), 129-146.
- Boon, C., Eckardt, R., Lepak, D. P. and Boselie, P., (2018). Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management*, 29(1), 34-67.
- Bos-Nehles, A. C., Veenendaal, A. A., (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *The International Journal of Human Resource Management*, 30(18), 2661-2683.
- Chaudhary, R., (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630-641.
- Delery, J. E., Roumpi, D., (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles? *Human Resource Management Journal*, 27(1), 1-21.
- Dinh, H., Nguyen, D., Tran, T., Tran, Q. and Tran, V., (2020). Technical efficiency of small-scaled manufacturing enterprises in six different sectors in northern Vietnam. *Management Science Letters*, 10(14), 3433-3444.
- Fainshmidt, S., Frazier, M. L., (2017). What facilitates dynamic capabilities? The role of organizational climate for trust. *Long Range Planning*, 50(5), 550-566.
- Gill, C., Gardner, W., Claeys, J. and Vangronsveld, K., (2018). Using theory on authentic leadership to build a strong human resource management system. *Human Resource Management Review*, 28(3), 304-318.
- Guest, D. E., (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22-38.

- Habanik, J., Martosova, A. and Letkova, N., (2020). The impact of managerial decision-making on employee motivation in manufacturing companies. *Journal of Competitiveness*, 12(2), 38-50.
- Hair Jr, J. F., Babin, B. J. and Krey, N., (2017). Covariance-based structural equation modeling in the Journal of Advertising: Review and recommendations. *Journal of Advertising*, 46(1), 163-177.
- Ivlev, V., Ivleva, M., (2018). Philosophical Foundations of the Concept of Green Economy. Paper presented at the International Conference on Contemporary Education, Social Sciences and Ecological Studies (CESSSES 2018).
- Kianto, A., Sáenz, J. and Aramburu, N., (2017). Knowledge-based human resource management practices, intellectual capital and innovation. *Journal of Business Research*, 81, 11-20.
- Kim, Y. J., Kim, W. G., Choi, H.-M. and Phetvaroon, K., (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International journal of hospitality management*, 76, 83-93.
- Kovács G., (2020). Combination of Lean value-oriented conception and facility layout design for even more significant efficiency improvement and cost reduction. *International Journal of Production Research*, 58(10), 2916-2936.
- Kravariti, F., Johnston, K., (2020). Talent management: a critical literature review and research agenda for public sector human resource management. *Public Management Review*, 22(1), 75-95.
- Lim, S., Wang, T. K. and Lee, S.-Y., (2017). Shedding new light on strategic human resource management: The impact of human resource management practices and human resources on the perception of federal agency mission accomplishment. *Public Personnel Management*, 46(2), 91-117.
- Markoulli, M. P., Lee, C. I., Byington, E. and Felps, W. A., (2017). Mapping Human Resource Management: Reviewing the field and charting future directions. *Human Resource Management Review*, 27(3), 367-396.
- Martínez-Martínez, A., Cegarra-Navarro, J.-G., García-Pérez, A. and Wensley, A., (2019). Knowledge agents as drivers of environmental sustainability and business performance in the hospitality sector. *Tourism Management*, 70, 381-389.
- Matthews, M., Mokoena, B. A., (2020). The Influence of Service Quality Dimensions On Customer Satisfaction Within Visa Facilitation Centres in South Africa. *International Journal of eBusiness and eGovernment Studies*, 12(2), 122-135.
- Meyer, N., Hamilton, L., (2020). Female entrepreneurs' business training and its effect on various entrepreneurial factors: Evidence from a developing country. *International Journal of Economics and Finance Studies*, 12(1), 135-151.
- Mihardjo, L.W.W., Jermisittiparsert, K., Ahmed, U., Chankoson, T. and Hussain, H.I., (2020) Impact of Human Capital, Training and Rewards on Service Recovery Performance with mediating role of Employee Commitment in Takaful Industry. *Education + Training*, 63 (1), 1-21.
- Muriithi, R. W., Kyalo, T. and Kinyanjui, J., (2019). Assessment of the relationship between entrepreneurial orientation, organizational culture adaptability and performance of Christian faith-based hotels in Kenya. *International Journal of Entrepreneurial Knowledge*, 7(1), 31-45.



- Ngo, T., Le, T., Tran, S. H., Nguyen, A. and Nguyen, C., (2019). Sources of the performance of manufacturing firms: evidence from Vietnam. *Post-Communist Economies*, 31(6), 790-804.
- Popovič, A., Hackney, R., Tassabehji, R. and Castelli, M., (2018). The impact of big data analytics on firms' high value business performance. *Information Systems Frontiers*, 20(2), 209-222.
- Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M. and Afridi, M. A., (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424-438.
- Santana, M., Lopez-Cabrales, A., (2019). Sustainable development and human resource management: A science mapping approach. *Corporate Social Responsibility and Environmental Management*, 26(6), 1171-1183.
- Shanker, R., Bhanugopan, R., Van der Heijden, B. I. and Farrell, M., (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of vocational behavior*, 100, 67-77.
- Steffensen Jr, D. S., Ellen III, B. P., Wang, G. and Ferris, G. R., (2019). Putting the "management" back in human resource management: A review and agenda for future research. *Journal of Management*, 45(6), 2387-2418.
- Tooranloo, H. S., Azadi, M. H. and Sayyahpoor, A., (2017). Analyzing factors affecting implementation success of sustainable human resource management (SHRM) using a hybrid approach of FAHP and Type-2 fuzzy DEMATEL. *Journal of cleaner production*, 162, 1252-1265.
- Troth, A. C., Guest, D. E., (2020). The case for psychology in human resource management research. *Human Resource Management Journal*, 30(1), 34-48.
- Voges, K. W., (2014). Improving performance in for] profit contracts: a study of buyer] seller communication and red tape. *Management & Marketing*, 9(4), 385-393.
- Yu, W., Chavez, R., Feng, M., Wong, C. Y. and Fynes, B., (2020). Green human resource management and environmental cooperation: An ability-motivation-opportunity and contingency perspective. *International Journal of Production Economics*, 219, 224-235.
- Zaid, A. A., Jaaron, A. A. and Bon, A. T., (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of cleaner production*, 204, 965-979.
- Matthews, M., Mokoena, B. A., (2020). The Influence of Service Quality Dimensions On Customer Satisfaction Within Visa Facilitation Centres in South Africa. *International Journal of eBusiness and eGovernment Studies*, 12(2), 122-135.
- Meyer, N., Hamilton, L., (2020). Female entrepreneurs' business training and its effect on various entrepreneurial factors: Evidence from a developing country. *International Journal of Economics and Finance Studies*, 12(1), 135-151.
- Nguyen, C.-H., Ngo, Q.-T., Pham, M.-D., Nguyen, A.-T. and Huynh, N.-C., (2021). Economic linkages, technology transfers, and firm heterogeneity: The case of manufacturing firms in the Southern Key Economic Zone of Vietnam. *Cuadernos de Economía*, 44(124), 1-25.
- Othman, Z., Nordin, M. F. F. and Sadiq, M., (2020). GST fraud prevention to ensure business sustainability: a Malaysian case study. *Journal of Asian Business and Economic Studies*, 27(3), . 245-265.



- Sadiq, M., Pantamee, A. A., Mohamad, S., Aldeehani, T. M. and Ady, S. U., (2020). Corporate governance and earnings management: evidence from listed non-financial firms. *Polish Journal of Management Studies*, 22(2), 456-465
- Sadiq, M., Singh, J., Raza, M. and Mohamad, S., (2020). The impact of environmental, social and governance index on firm value: evidence from Malaysia. *International Journal of Energy Economics and Policy*, 10(5), 555-565

## WYSOKO WYDAJNE PRAKTYKI ZARZĄDZANIA ZASOBAMI LUDZKIMI I KREATYWNY WPŁYW KLIMATU ORGANIZACYJNEGO NA WYNIKI PRZEMYSŁU WYTWÓRCZEGO

**Streszczenie:** Wysokowydajne praktyki w zakresie zasobów ludzkich są podstawowymi elementami sukcesu organizacyjnego i wymagają uwagi badaczy i decydentów. Dlatego niniejsze badanie ma na celu zbadanie wpływu praktyk dotyczących zasobów ludzkich, takich jak rekrutacja i selekcja, bezpieczeństwo i szkolenie pracowników oraz rozwój, na wyniki firmy w branży produkcyjnej w Wietnamie. Badanie to analizuje również moderujący wpływ klimatu organizacyjnego na kreatywność wśród powiązań rekrutacji i selekcji, bezpieczeństwa pracowników, szkolenia i rozwoju oraz wyników firmy w branży produkcyjnej w Wietnamie. W badaniu wykorzystano ilościowe metody zbierania danych, wykorzystano kwestionariusze do uzyskania danych od respondentów oraz zastosowano smart-PLS do przetestowania hipotez. Wyniki wskazują, że rekrutacja i selekcja, bezpieczeństwo i szkolenie pracowników oraz rozwój pozytywnie wiążą się z wynikami firmy w branży produkcyjnej w Wietnamie. Wyniki ujawniły również, że klimat organizacyjny do kreatywności znacznie łagodzi powiązania rekrutacji i selekcji, bezpieczeństwa pracowników, szkolenia i rozwoju oraz wyników firmy w branży produkcyjnej w Wietnamie. Badania te skłoniły decydentów do sformułowania skutecznych polityk związanych z wysokowydajnymi praktykami w zakresie zasobów ludzkich, które mogłyby zwiększyć wydajność organizacji.

**Słowa kluczowe:** praktyki zarządzania zasobami ludzkimi, kreatywny klimat organizacyjny, bezpieczeństwo pracowników, wydajność firmy.

## 高绩效人力资源管理实践和创造性组织气候对制造业绩效的影响

**摘要:** 高绩效人力资源实践是组织成功的基本要素，需要研究人员和政策制定者关注。因此，本研究旨在调查人力资源实践，如招聘和选拔、员工安全和培训以及发展，对越南制造业的公司绩效的影响。本研究还考察了组织氛围对越南制造业招聘和选拔、员工安全、培训和发展以及企业绩效等环节的创造力的调节影响。本研究遵循数据收集的定量方法，使用问卷获取受访者的数据，并应用smart-

PLS对假设进行检验。结果表明, 招聘和选拔、员工保障以及培训和发展与越南制造业的企业绩效呈正相关。结果还显示, 组织氛围对创造力的影响在招聘和选拔、员工安全、培训和发展以及越南制造业的公司绩效等环节之间显着调节。这项研究指导政策制定者制定与高绩效人力资源实践相关的有效政策, 以提高组织绩效。

**关键词:** 人力资源实践, 创造性的组织氛围, 员工安全, 公司绩效。